

## **AGENCY REINVENTIONS**

## Initiatives Underway

CONTINUED REINVENTION OF AGENCIES TO HELP THEM ACCOMPLISH  
THEIR GOALS WITH CONSTRAINED RESOURCES

## 1. Identifier for the Initiative: Employee Express

Collaborators for this initiative: Department of Health and Human Services is the lead agency; more than 20 agencies are now part of the consortium of users (e.g., Interior, OPM, Defense, Commerce, Education, Justice, EPA, NASA, Labor, HUD and Treasury)

Brief Description of the Initiative: Employee access to payroll information from telephones and kiosks: an interagency process using technology to give employees direct control over key payroll and personnel information without having to use forms or visit their servicing personnel office.

Expected Outcome(s)/Result(s) of this initiative: Saves time and effort -- employees no longer need to submit forms to their personnel/payroll offices and can make benefits changes at any time and from any telephone. Employees feel more empowered and more in control. Saves money and administrative staff: no need for payroll/personnel offices to key in thousands of transactions and to handle thousands of paper forms. Employee controls and feels responsible for quality of input.

Measures that will indicate the initiative's Success: Measure system through survey/evaluation results (employee satisfaction) and telephone/kiosk reports (transactions, calls, inquiries, changes). Measure resultant dollar/staff savings in personnel/payroll areas.

Time frame of when results are expected to occur:

Oct 1995: Initial development of the system, including both phone and kiosk access; initial test with 10,000 DOT and FAA employees.

Nov 1996: Add rest of FAA (exc. foreign; inc. Puerto Rico and Virgin Islands).

June 1997: Upgrade program; adapt for Internet (no Internet decision by FAA).

Spring 1998: Add savings bonds; reprogram for Year 2000.

Later phases may include Entry on Duty processing, retirement system linkage, and international locations.

**Identifier for the Initiative: Employee Express (Cont'd)**

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## Initiatives Underway

CONTINUED REINVENTION OF AGENCIES TO HELP THEM ACCOMPLISH  
THEIR GOALS WITH CONSTRAINED RESOURCES

## 2. Identifier for the Initiative: Federal Aviation Administration (FAA) Contract Tower (FCT) Program

Collaborators for this initiative: The Air Traffic Operations, Contract Services Branch administers the FCT program. Each of the nine regions provide an FCT regional contact person. There are 19 contracts with local municipalities and 4 contracts with private industries. FAA works closely with the National Air Traffic Controllers Association (NATCA) in a partnership effort to place affected FAA operational employees in positions.

Brief Description of the initiative: The FCT Program has been contracting for the provision of air traffic control (ATC) services at low activity visual flight rules (VFR) towers since 1982. In 1994, the FCT Program was expanded to include the conversion of 99 FAA Level I VFR towers to contract operations. This expansion is included in Vice President Gore's National Performance Review (DT-09) and is supported by the Congress.

The FCT Program supports the Administration's goals of reducing the size and cost of Government and improving efficiency and productivity. Contracting FAA Level I VFR tower operations contributes to these goals by reducing FAA staffing and costs associated with training and other requirements. The program also creates non-Federal employment opportunities for the private sector and local governments and contributes to the local economies.

Safety is a fundamental aspect of the FAA mission and remains an integral part of contracting decisions regarding the FCT Program. Contractors are contractually bound to establish and maintain indepth quality control and training programs. These programs were thoroughly evaluated by FAA personnel prior to contract award.

The FAA remains involved throughout the contract process and ensures that the integrity of the National Airspace System is safeguarded. The contractors' quality control program are established and maintained in accordance with FAA Orders.

The program is comprised of three parts: (1) administration of FCT's, including those currently in the program and future new start towers; (2) conversion of FAA Level I visual flight rules (VFR) towers that meet benefit/cost (B/C) criteria to FCT's; and (3) decommissioning of FAA Level I VFR towers and FCT's that do not meet B/C criteria.

(FAA) Contract Tower (FCT) Program (Con't)

Since 1994, 85 FAA Level I VFR towers were converted to FCT's. The total number of contractor operated towers in this program is 129.

Expected Outcome(s)/Result(s) of This Initiative: The FCT program has established a proven track record for providing safe and efficient movement of air traffic in a more cost-effective manner. Over the years, contract controllers have successfully demonstrated that they provide ATC services with the same high regard for aviation safety as the FAA does.

FAA realizes significant cost savings by these conversions. Average operating costs for an FAA-staffed Level I tower are approximately \$508,000 per year. The average operating costs for an FCT is approximately \$253,000.

Measures that will indicate the initiative's success: Facility evaluations are conducted by FAA air traffic personnel in the same manner as they are conducted at FAA-staffed facilities. Evaluation scores for FCT's are comparable to those for FAA-staffed towers. Additionally, evaluation reports have identified commendable accomplishments.

Time frame of when results are expected to occur: The conversion of Level I Visual Flight Rules (VFR) towers commenced in FY 1994 and will run through FY 1998. Twenty-five FAA Level I VFR towers will be converted to FCT's in FY 1997 and 18 are scheduled for conversion in FY 1998.

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## Initiative Underway

CONTINUED REINVENTION OF AGENCIES TO HELP THEM ACCOMPLISH  
THEIR GOALS WITH CONSTRAINED RESOURCES

## 3. Identifier for the Initiative: Personnel Reform

Collaborators: Successful design and implementation of a new personnel management system depended on an unprecedented level of participation from hundreds of FAA employees, collaboration with public and private organizations, and substantive contributions from executives throughout the agency, the Department of Transportation, and the Office of the President and Vice President (including the Office of Management and Budget). Congressional action launched the initiative; principals and staff continue to be instrumental in the achievement of Reform's objectives.

Brief Description of the Initiative: In late 1995 Congress excepted FAA from most traditional personnel rules and regulations. The challenge was to create innovative systems that would support the human resource needs of an increasingly complex and sophisticated national air space system.

Expected Outcome(s)/Result(s) of this Initiative: Sustained operational effectiveness, enhanced ability to meet agency human resource needs efficiently and effectively, increased flexibility to address organizational and productivity issues, personnel processes that mold to operating environments. In specific terms, we expect to be able to fill jobs many times more quickly, deploy simplified, customized pay systems responsive to operational needs, and insure fair treatment to employees.

Measures that will Indicate the Initiative's Success: A structured independent evaluation was mandated by Congress for FY 1999. During FY 1997 FAA with contractor support will develop a strategy and the metrics that will be used for the evaluation. The full range of measures is still under development, but will likely include such things as elapsed time for recruitment/promotion, servicing ratio, manager satisfaction, and employee feedback.

## Time Frame when Results are Expected to Occur:

November 1995	Legislative authorization (FY 1996 Appropriation Act)
April 1996	FAA Personnel System rollout/initial processes
FY 1997	Corporate staffing, compensation, and training policies
FY 1998	Phase I Evaluation; Line of Business compensation systems

Identifier for the Initiative: Personnel Reform

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## 4. Identifier: Franchising Administrative Activities.

Collaborator for this initiative: Internal FAA Initiative.

**Brief Description of the Initiative:** FAA provides a wide range of administrative and support services to its customers. For the past several years, the agency has focused on improving organizational efficiency and effectiveness related to administration. In order to cut cost and reduce financial burden on the agency, FAA is reinventing the way it does business by franchising several administrative functions. The franchised services include accounting, payroll, travel, multi-media, international training, duplicating services, management training, and information technology. FAA's current customer base already includes several external Government agencies. The next step is to market these services to other Government entities to generate a revenue.

**Expected Outcome(s)/Result(s) of this initiative:** The revenue generated will reduce the overhead and other related costs of providing these services.

**Measures that will indicate the Initiative's success:** Generating a revenue.  
Reduction of cost in providing these services to the agency.

**Time frame when results are expected to occur:** September 1998.

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## Initiatives Underway

CONTINUED REINVENTION OF AGENCIES TO HELP THEM ACCOMPLISH  
THEIR GOALS WITH CONSTRAINED RESOURCES

5. Identifier for the Initiative: Utilizing Reinvention and Common Sense Procurement Policies on the FAA's Standard Terminal Automation Replacement System (STARS)

Collaborators for this Initiative: Department of Defense

Brief Description of the Initiative: In support of the initiative to make use of common sense procurement policies, the STARS procurement has, and continues, to take advantage of acquisition reform (made possible by the FAA's new acquisition management system that was effective April 1.) Two overall FAA acquisition objectives to be achieved by STARS are shortening the time to acquire and field major new systems, and reducing the operations and maintenance costs after those systems are fielded. For example, an important feature of acquisition reform was the delegation of selection authority to the management level directly responsible for implementing the STARS program. In addition, there was significant communication between the agency and the bidders throughout the procurement process, which helped companies better understand the FAA's needs.

In a key part of the competition, each bidder also performed an on-site product verification test of its STARS design. The test gave the FAA invaluable data on the maturity of each design and was an important aspect of the selection process.

STARS will shorten the time to acquire and field this major new system and will lower the cost of ownership by moving from the custom hardware and software currently employed to an open systems architecture based on commercially available, non-developmental item technology already in use at operational air traffic control facilities. This will reduce software maintenance costs, and allow future system upgrades to be just computer replacements without extensive redesign. The STARS system is based on the winning vendor's open systems products (with up to 85 operational displays) already installed at 64 sites worldwide, demonstrating stability, performance and maturity. STARS development is focused on the efforts to supplement this existing product line with capabilities to meet the FAA's minimum acceptable functionality.

In addition to employing a multi-layered testing scheme scheduled for the development and testing phase of the STARS project, the FAA plans to participate closely with the contractor throughout the development process to ensure requirements compliance and to allow early testing of functionality.

Expected Outcome(s)/Result(s) of this Initiative: Successful deployment of STARS will effectively modernize the nation's terminal air traffic control systems

so as to ensure that the FAA is ready for the challenges of the 21st century. Through the timely replacement of aging existing equipment, STARS will provide air traffic controllers with the very latest in technology, replacing 20-year-old equipment, and ensuring that the 1.5 million people who fly everyday will continue to benefit from the safest aviation system in the world.

Measures to Indicate the Initiative's Success: Operational readiness demonstration at the first site (Boston/Logan).

Time frame when Results are expected to Occur: Beginning immediately and extending through STARS implementation (2005/FAA and 2008/DOD).

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## Initiatives Underway

CONTINUED REINVENTION OF AGENCIES TO HELP THEM ACCOMPLISH  
THEIR GOALS WITH CONSTRAINED RESOURCES:

6. Identifier for the Initiative: FAA Common Automated Terminal Radar System (ARTS) Program

Collaborators for this Initiative: n/a

Brief Description of the Initiative: In support of the initiative to improve service to the flying public, the FAA's Terminal Automation Integrated Product Team (IPT) has initiated a program to provide innovative, common software and hardware in the existing Terminal Automation systems, where previously there was separate, difficult to maintain software and hardware.

Expected Outcome(s)/Result(s) of this Initiative: The efforts underway to provide common software and hardware to existing Terminal Automation systems will substantially improve system reliability, will increase airspace adaptability, and will allow system capacity for innovations not currently possible. Additionally, there will be a substantial increase in the number of departures and arrivals at major airports.

Measures to Indicate the Initiative's Success: A key measure of success for this initiative is the reduction in delays in departures and arrivals for the flying public.

Time frame when Results are expected to Occur: July, 1997

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## Initiatives Underway

CONTINUED REINVENTION OF AGENCIES TO HELP THEM ACCOMPLISH  
THEIR GOALS WITH CONSTRAINED RESOURCES:

7. Identifier for this Initiative: Promote Aviation Safety Initiatives and Goals Through Public Forums

Collaborators for this Initiative: FAA and National Association of State Aviation Officials (NASAO)

Brief Description of the Initiative: The FAA and NASAO, operating under an MOU, will work together to set up safety initiatives and goals which they can jointly promote to the aviation community through various public forums. Such programs would include agreements for FAA Flight Standards and State Aviation Agencies to coordinate their various safety seminars scheduled for local pilots and the aviation community.

Expected Outcome(s)/Result(s) of this Initiative: Wider dissemination of safety data to the aviation community and enhanced levels of safety.

Measures that will Indicate the Initiative's Success: FAA and state aviation agencies will coordinate efforts to provide at least one safety seminar annually.

Time frame when Results are expected to Occur: Seminars will begin by the end of FY-98.

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## Initiatives Underway

CONTINUED REINVENTION OF AGENCIES TO HELP THEM ACCOMPLISH  
THEIR GOALS WITH CONSTRAINED RESOURCES:

8. Identifier for the Initiative: Provide Automated Weather Information to the Aviation Public

Collaborators for this Initiative: FAA and National Association of State Aviation Officials (NASAO)

Brief Description of the Initiative: The FAA and NASAO, operating under a MOU, will share information on their efforts to provide weather information to the aviation community and work together to develop a long-range plan so that both agencies can provide weather data in the future in a cost effective manner.

Expected Outcome(s)/Result(s) of this Initiative: An improved weather dissemination system for the aviation community to enhance aviation safety.

Measures that will Indicate the Initiative's Success: Joint development of an efficient, cost effective system that will provide weather information to the aviation community.

Time frame when Results are Expected to Occur: Results of this initiative will be evaluated after first quarter of CY-98.

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## Initiatives Underway

CONTINUED REINVENTION OF AGENCIES TO HELP THEM ACCOMPLISH  
THEIR GOALS WITH CONSTRAINED RESOURCES:

9. Identifier for the Initiative: Provision of No Charge Transportation by State Agencies for Official Travel by FAA Employees

Collaborators for this Initiative: FAA and National Association of State Aviation Officials (NASAO)

Brief Description of the Initiative: The FAA and NASAO, operating under a MOU, will work together to establish a flexible and legal system for acceptance of no charge transportation provided by state and local government agencies for official travel by FAA employees. The agreement should provide for a unique partnership relationship between the Federal government and the government of states and local communities. The commonality of interest between FAA and state agencies involved in aviation matters include the accomplishment of the aviation safety related mission of both agencies.

Expected Outcome(s)/Result(s) of this Initiative: Publication of an order to provide for the acceptance of no charge transportation provided by state or local government agencies for official travel by FAA employees.

Measures that will Indicate the Initiative's Success: Publication of the order.

Time frame when Results are expected to Occur: By end of FY-97.

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## Initiatives Underway

**CONTINUED REINVENTION OF AGENCY FUNCTION WITH CONSTRAINED  
RESOURCES AND IMPROVING CUSTOMER SERVICE AND  
IMPROVING CUSTOMER SERVICE**

**10. Initiative: National Automated Credit Card System (NACCS) /GSA Advantage Module**

Collaborators for this initiative: Rocky Mountain Bank Credit Card Company (RMBCC), General Service Administration (GSA), and FAA internal organizations, i.e., Office of Information Technology, AIT.

Brief Description of the initiative: The NACCS is an automated credit card system that automates the manual credit card procurement and payment process, by allowing the credit card holder to enter purchases, designate accounting codes, and match against invoices paid from RMBCC, approving officials to electronically approve invoices for interfacing directly with the Departmental Accounting and Financial Information System (DAFIS). It provides electronic tracking and information reporting for accounting offices, credit card holders, and approving officials. NACCS has been implemented in all accounting offices and numerous program offices. FAA will streamline the process further by downloading RMBCC invoices weekly instead of monthly and incorporating property identification. FAA, in partnership with GSA and FAA Office of Information Technology, is also developing a prototype module, i.e., the GSA Advantage module, of NACCS. The prototype will allow the credit card holder to order from the GSA Advantage System, i.e., GSA schedule and catalog items, via the internet, download the orders, produce and send the electronic purchase orders to the applicable vendor, initiate electronic notification of the consignee, and interface the data to Departmental Accounting Financial Information System (DAFIS).

Expected outcome(s)/Result(s) of this initiative: By automating the procurement/payment credit card process and entering the data at the source and directly interfacing with DAFIS, i.e., reinventing the process, FAA expects to eliminate the redundant data entry, inaccurate recording of accounting data, significantly reduce the resources required by accounting offices to process these transactions. With deployment at all credit card holder sites, FAA estimates that there will be a savings of several hundred thousand accounting transactions per year. In addition, the workload for card holders associated with using hard copy documents and tracking these charges has been minimized and customers have control of their own destiny. The GSA Advantage module creates a complete electronic process for ordering computer equipment, software, and supplies while ensuring that property and accounting information are accurately and timely recorded in DAFIS, thus expediting the procurement process, prompt payment, National Automated Credit Card System (NACCS) /GSA Advantage Module (Cont'd)

significantly reducing procurement costs, increasing procurement choices for the agency, and providing an reporting and tracking system for the Office of Information Technology.

Measures that will indicate the initiative's success: Reduction of purchase orders and contracts for goods and services. Reduction in accounting office

Time frame of when results are expected to occur: Deployment at all credit card holders sites and GSA Advantage Module - 12/97.

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